



2025–2028

Strategic Plan

Community Options for Children
and Families Society (COCF)

Community Options

Community Options for Children and Families Society (COCF) is a non-profit organization, which offers support to families who have a family member with a disability. Community Options was formed in 1988 by a group of committed parents who have children with disabilities, and a few supportive professionals. While the organization has grown since its inception, we strive to maintain the original vision of creating an inclusive community.

We provide a broad spectrum of community-based services for people with developmental disabilities and their families, including self-advocates, parents and siblings. We support adults and children with a variety of services.

COCF provides a broad spectrum of community-based services for people with developmental disabilities and their families, including self-advocates, parents and siblings. COCF services include Respite Care, Home Share, Host Agency, Outreach (Supported Independent Living), Community Inclusion and Family Support Services. More information about the services provided can be found on the COCF website.

Primary funding for the services COCF provides comes from the Ministry of Children and Family Development, Community Living BC, United Way of Greater Victoria, Community Gaming Grants and the generous donations of many other businesses and individuals.

Community Options has been fully accredited by CARF International since 2006.



Adult Services

Adult Services are funded by Community Living BC (CLBC) and include Respite Care, Home Share, Host Agency, Outreach (Supported Independent Living), Community Inclusion and Family Support Services.

The adult respite program serves families who have an adult family member with a developmental disability living at home. Respite Coordinators screen caregiver applicants thoroughly and match them with families in a collaborative process. Families use their respite days in the way that best suits them and is intended to be a mutually beneficial experience for all involved. It gives primary caregivers a break from daily responsibilities and expands the life of the individual through their participation in the community. Respite relationships that sustain over time represent successful matches and this is our primary goal.



Home Share is a living arrangement intended to provide day to day support for adults with developmental disabilities in a safe, inclusive and nurturing environment, providing all aspects of daily living supports. Home Sharing arrangements vary depending on the unique needs of the individual. Home Share contractors are thoroughly screened and matched with individuals towards a mutually compatible long-term living situation.

Host Agency refers to a program that is directed by the individual and family and administers funds on their behalf. This service assists the family by reducing the responsibility of managing the funds and paperwork associated with hiring workers.

Supported Independent Living and Outreach are designed for individuals who live or are planning to live in their own home and need some support. Support and the number of hours provided vary depending on the needs and desires of the individual receiving service. Services provided are intended to augment support to sustain independent living.

Community Inclusion typically involves one to one support and is intended to enhance an individual's life through recreational, leisure, vocational or volunteer and community-based opportunities. Skilled workers provide direct support to assist with daily living, individual pursuits and community participation. Activities take place in the community or in the individual's home.

Children and Families

Children’s Respite Care Services are funded and referred by the Ministry of Children and Family Development (MCFD), Children and Youth with Support Needs. Community-based respite is provided for children with disabilities. Services are coordinated and contracted through Community Options. Safety, well-being and respect for the child and their family is paramount and potential respite contractors are carefully screened. We are fully committed to ensuring that all our contractors are equipped to provide a high quality of care.

The person served and their respite contractor have the choice of having respite provided in the community, in their own home, or in the contractor’s home. The chief goal of the respite program is to give parents a break from the demands of caregiving, and a complementary goal is to facilitate the child’s participation in community recreation activities and outings.

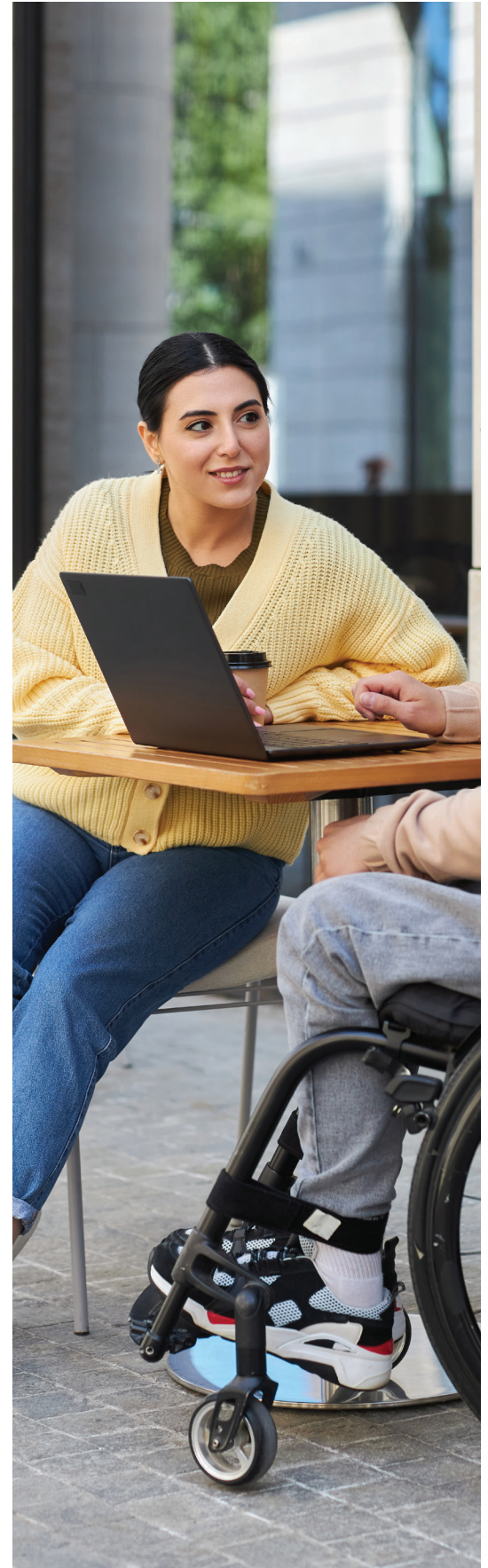


Family Support

The Family Support Program receives funding through the United Way of Greater Victoria, Community Gaming Grants, Victoria Foundation and Telus Future Friendly Foundation as well as generous donations from many other businesses and individuals.

The Family Support Program works with parents, caregivers and siblings of individuals with disabilities to equip them with knowledge and skills that build capacity and resilience.

Family Support services include: personal assistance with forms, attending meetings and planning for the needs of the family member with a disability; social connection and emotional and practical support for parents and siblings; social gatherings; grants to facilitate community inclusion during school breaks; and occasional financial assistance for families in need. The Family Support Program exists to strengthen resiliency and reduce isolation in families with multiple complex needs. Family Support is a flexible, responsive program that has adapted each year for over three decades, in partnership with families, to address the felt and urgent needs of family members.





Mission

To provide person-centered quality support services and information to people with disabilities, their families and the community.

Vision

Build healthy, accessible and whole communities.

Provide creative and innovative service options.

Recognize that families and the inclusion and integration of all people are important.

Work collaboratively with community partners to enhance the lives of people in the community.

Values

Every person is entitled to be fully involved in their community.

Each person has the right and is best able to decide what specific resources they require and how those requirements are met.

Each person's right to dignity and choice is acknowledged and respected.

Sharing activities and information bring people together.

Overview

The **Community Options Strategic Plan** is a roadmap that outlines the organizations short and long-term goals, and the actions required to achieve those goals. The Strategic Plan will serve as a guiding framework for decision-making, resource allocation, and performance measurement.

The Strategic Plan was made by engaging internally with Board and staff members to understand areas for development and the ongoing challenges posed to the organization. Further engagements involved COCF's partners, including government and non-government funders, parents and the individuals COCF supports.

Overall, the objective of the strategic plan is to align the Board of Directors and COCF staff in collaboration towards of sustained development and success.

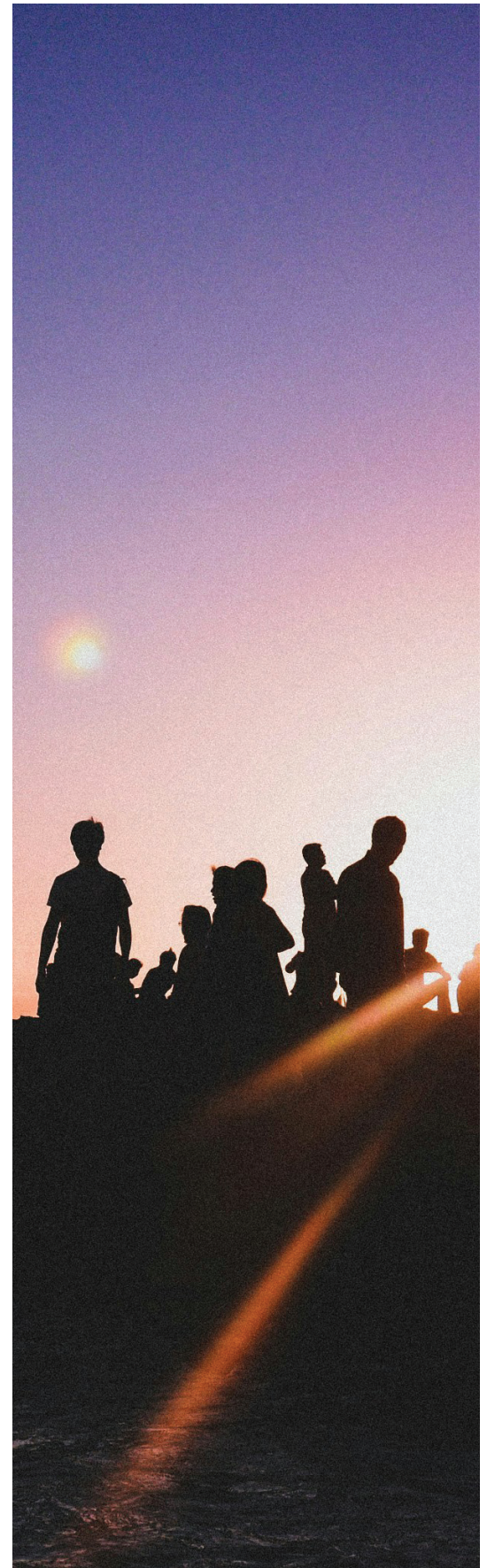
Plan Review and Renewal

This Strategic Plan is written for the period beginning in April 2025 and ending March 2028. The plan will be reviewed yearly to ascertain if the current goals and objectives are on target for accomplishment and for continued applicability

COCF will renew the Strategic Plan for the 2029–2032 three-year period.

Sharing the plan

The plan is available via the COCF website and hardcopies are available upon request.



GOAL 1

Conduct an in-depth review of COCF's program delivery with a focus on diversifying the service model.

OBJECTIVE 1.1

Review COCF's current services for areas of growth and diversification.

COCF will review the current services offered to determine whether those services meet their objectives, deliver value to clients, and align with the organization's overall mission.

Key Strategies

Individual and family feedback

Contractor feedback

Partner feedback

Program analysis

OBJECTIVE 1.2

Develop additional services to meet the needs of individuals supported and families.

COCF will seek to create new services that address the evolving needs, challenges, and preferences of individuals and families.

Key Strategies

Individual and family feedback

Market research

Internal resource management

OBJECTIVE 1.3

Explore new funding streams

COCF will determine and pursue alternative sources of funding to diversify the organization's revenue base.

Key Strategies

Review government grants and funding

Seek out partnerships to diversify funding streams

Develop products to generate revenue

GOAL 2

Expand, Diversify and Develop the COCF team.

OBJECTIVE 2.1

Develop succession plans for key roles within COCF.

COCF will develop job descriptions and job aids for the Executive and Financial Director positions, and develop a plan to fulfill those roles if they become vacant.

Key Strategies

Reviewing job descriptions and job aids

Canvassing the skill sets required

OBJECTIVE 2.2

Expanding the skill sets of staff by creating more professional development opportunities.

COCF will seek to develop or invest in professional development for staff to improve our culture of continuous improvement, to increase employee engagement, and to ensure that the workforce is equipped to meet evolving business needs and industry trends.

Key Strategies

Partner engagement and outreach

Staff feedback

Market research

Budget allocation

OBJECTIVE 2.3

Identifying new positions to support the agency moving forward.

COCF will seek to identify new positions and work to diversify the team skill sets and roles to support the agency's progression.

Key Strategies

Partner engagement and outreach

Staff feedback

Market research

Budget allocation

Defining diversification

GOAL 3

Complete a review of COCF technical systems with a focus on creating a more efficient and accessible service delivery model.

OBJECTIVE 3.1

Review COCF’s current hardware and software for efficiency and potential enhancements to support growth.

COCF will assess the current hardware and software capabilities to identify gaps and seek out upgrades or new solutions that streamline operations, enhance productivity, and enable scalability as the organization develops.

Key Strategies

- Staff engagement
- Subject Expert and/or Consultant Engagement

OBJECTIVE 3.2

Identify technology or web applications to enhance external client interactions, and support client accessibility.

COCF will focus on improving the quality and ease of communication with clients, while ensuring that all clients can easily access the organization’s services or support regardless of their needs, preferences, or circumstances.

Key Strategies

- Market research
- Internal resourcing requirements
- External outreach and engagement
- Partner engagement

OBJECTIVE 3.3

Identify technology or web applications to enhance internal case management, accounting and administration.

COCF will focus on enhancing internal processes and software for both clients and staff to effectively manage ongoing files, including maintaining relationships and reporting requirements with contractors, funders, and the organization itself.

Key Strategies

- Market research
- Internal resourcing requirements
- External outreach and engagement

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Goals for 2025-2027

1

Conduct an in-depth review of COCF's program delivery with a focus on diversifying the service model.

Review COCF's current services for areas of growth and diversification.

Develop additional services to meet the needs of individuals supported and families.

Explore new funding streams.

2

Expand, Diversify and Develop the COCF team.

Develop succession plans for key roles within COCF.

Expanding the skill sets of staff by creating more professional development opportunities.

Identifying new positions to support the agency moving forward.

3

Complete a review of COCF technical systems with a focus on creating a more efficient and accessible service delivery model.

Review COCF's current hardware and software for efficiency and potential enhancements to support growth.

Identify technology or web applications to enhance external client interactions, and support client accessibility.

Identify technology or web applications to enhance internal case management, accounting and administration.